

7 Oct 81

Darb --

I can see that our effort was less than a satisfying one and maybe only benefit gained was some ~~new~~ relationship reinforcement with our peers. Are you and Walt prepared to suggest topics from earlier list that you believe are more worthy of attention so that we-all can make a decision to start the project? We ~~xxx~~ already have done the spouse LWOP thing (on my desk) and we probably will get some items after meeting with Glerum on precepts; and of course, we have the ~~90~~ 90-day PAR revision to do also. With these, I probably will be safe from criticism from ~~my~~ my boss for not yet coming up with a plan but I'd rather have something in some order that we can talk about tackling ---

We can talk about it stuff meeting -

*10/8 - not discussed at meeting.
discuss w/ Walter, 10/9.*

10/9 - Walter -

Jrene agrees that the DDA submission is not worth much in the way of impt. policy issues but she wants us to focus on ^{the} earlier issues and to get together to decide what & by whom will these be reviewed - you, me, Joyce + Jack's people.

I have one policy - promotion vs. pay adj. - to start on 10/19 ... but would you please raise this subject (the other issues or proposed topics) with (over)

Review on Thursday 10/15 so she can decide what exactly we will focus on and when to meet, etc., etc.

↑ I have assured her you will raise the topic.

Thanks,

Garb

Certainly Joyce's paper (to be discussed w/ D/Les on 10/18) will generate 3 or 4 topics for review. I would like to take on the Low 370 vs. CAT IV question if possible.

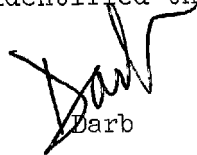
7 October 1981

Irene 

During the past several weeks Walter, Joyce and I met with or talked to personnel officers representing the five Career Services to solicit ideas for PPS study projects. Specifically, we encouraged submission of problem/^{policy} issues, which, when resolved, could make life easier for employees, personnel officers ^{(and/} or managers.

We met with the DDA and DDS&T personnel officers and their Sub Group personnel representatives and talked with personnel/^{officers} representatives the DO, NFAC and E Career Services. We briefed these representatives on recent studies, initiatives and ~~future~~ ^{future} items we have identified for review. Unfortunately however, there were only a few ideas proffered to us for review (list attached) and several of these only require yes/no answers or are not within the PA&E purview to answer. As a result, we have concluded that the nature of the Sub Group personnel officer job makes it difficult for them to ~~conceptualize~~ ^{conceptualize} the policy ~~problems~~ ^{problems}. Their problems tend to be of a yes/no, exception to procedures or a policy implementation nature - not broad issue policy considerations. Perhaps Directorate personnel officers can better project policy problems/issues based on their interaction with senior managers and their wider scope of responsibility. But it is also clear to us that in most cases when a policy issue is raised, it is the senior manager who takes the initiative and calls the Director of Personnel for a resolution.

Following is a list of issues identified through our meetings and discussions.


Darb

The Office of Personnel should keep race/sex statistics on applicants, perhaps by use of CAPER, rather than burdening Components with this requirement.

*explained
above
will be put
in file*

Why do we still run a dual system for problem performers - a requirement to maintain a low 3 percent listing and identification of Category IV employees - can't we drop the low 3% requirement ?

problem

Must all employees be numerically ranked within the various evaluation categories ? Why can't only those employees in the promotable zone and those in Category IV be ranked by boards and panels ?

*1 - 210
2 - why not*

Are the standard evaluation factors (used Agency-wide) sufficient for all Career Services ? Can they be modified, verified for applicability ?

*looking
at it*

DDA ISSUES/PROBLEMS

1. When an employee requests LWOP in excess of 30 days but less than one year, the approving official is the Head of the Career Service. Can an Office Director turn down the employee's request without forwarding it to the Head of the Career Service for approval/disapproval?

*OD does not
have authority
to disapprove
his/her
request*

2. Share Draft Account Statements are currently sent to component personnel offices for distribution on a monthly basis. Since this "benefit" is limited to overt employees and is a personal convenience, statements should be sent directly to individual at their office or home.

3. When Staff employees accompany their spouses overseas, much time and paperwork is involved converting these employees to contract. Why is it not possible to simply convert these employees to Staff Intermittent?

*Changing
status*

4. LWOP for maternity reasons for a period of time less than three months is rare. Because this LWOP is always in excess of 30 days, these very routine requests all require the approval of the Head of Career Service. Because of the routine nature of LWOP for maternity reasons, would it be possible for the approving official to be at the Office Director level on all maternity LWOP's for three months or less?

*Could
be made*

5. Why can't our regulations be changed to reflect part-time employment as a work week of 39 hours or less?

*39 hrs is hardly
part-time
in a 40-hour
week*

6. Under the Agency's overseas medical coverage, why are our employees authorized payment of psychiatric medical expenses only when they are hospitalized?

7. Promotions from GS-14 to GS-15 should be approved by Office Directors vice the Head of the Career Service.

*Personnel Planning
System file ps*

Agency Personnel Management Planning and Reporting

I. Elements:

A. The expressed interests of the DCI, DDCI, and Heads of Career Services on personnel matters provided the D/PPPM in an annual planning meeting.

B. Planning information concerning which a managerial decision must be made each year.

C. Information which may require exceptional decisions to be made to effect change and/or corrective action to meet pre-established personnel goals.

II. Objective:

To provide valid, useful, and timely analysis of information to the DCI, DDCI, and Heads of Career Services to assist them in decision making as it relates to Agency personnel management programs.

Sample questions which managers might ask are:

- Is the Agency competitive in attracting the kind of employees needed?
- Are skills being lost through retirements, resignation, and reassignment being replaced?
- Are we maintaining an adequate pool of resources with language skills?
- Are the best people being given opportunity to compete for key Agency positions?
- Are we making sufficient progress in meeting EEO and affirmative action objectives?
- Is our selection process assuring the acquisition of the quality of employee desired?

III. Methodology:

Through effective monitoring of Agency personnel activity to:

- measure progress in meeting selected predetermined personnel management goals;

- determine whether existing policies or practices are achieving the desired results;
- assist in identifying action which might be necessary to achieve desired results;
- observe trends, and better anticipate the potential impact that management inaction might have if data analysis reveals a finding indicating a direction at considerable variance from planned objective.

IV. Proposed Planning Elements:

A. Projected Separations and Net Losses Due to Conversions.

This data is based primarily on computer-assisted projections and will assure a reasonably valid targeting of promotion rates and hiring. These projections incorporate additional relevant personnel flow factors which are not immediately obvious such as age distributions, turnover in past years, etc.

B. Plan for Conversion From Clerical and Technical to Professional Level.

This plan is an expression of management intentions relevant to career development, upward mobility, and affirmative action efforts.

C. External Hiring Plans and Net Gains Due to Conversions.

This plan is derived from computer-assisted projections and arrives at a more valid statement that addresses the combined effect of both internal conversions and external hires. It also effects anticipated headroom for promotions and requires a managerial focus on both external and internal affirmative action plans.

D. Promotions

This plan element is derived by the Career Service from OPPPM computer-assisted projections. Again, promotion feasibility projections incorporate personnel flow data not immediately obvious to many managers.

E. Developmental Rotations.

Would summarize rotational plans relevant to the Senior Officer Development Program (SODP), and incorporate the specific definitions and grade categories stated in the program. This planning element would help ensure high visibility of each Career Service's responsibility for accepting officers on rotation who are being developed as part of the SODP.

V. Proposed Reporting Elements:

- A. Annual report of the accomplishments of planning elements.
- B. Report as warranted on:

1. Separations*
2. Accessions*
3. Reassignments (career development)*
4. Personal Rank Assignments**
5. Average Salary***
6. EEO
7. Language Skill Resources

- * Bring up the occupational flow model (at the occupational family level) to monitor this element.
- ** Monitor PRAs using the two year limitation as being the norm.
- *** (per Comptroller) monitor average salary (not average grade) - this is how payroll is budgeted and how OMB validates or adjusts Agency requests for personal service funds.

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

Personnel Officer, DDA
7C-18, Headquarters

NO.

DATE

5 October 1981

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. OP/P&ES
Attn:
1006 Ames Building

Darb:

Attached are a few issues/problems for you and Walt. These are not all my own -- they came from several DDA Subgroup personnel careerists. Some of the problem areas may not be within your jurisdiction, i.e., the Share Draft Account item.

Appreciate your help. Let me know the outcome on each.

Thanks,

